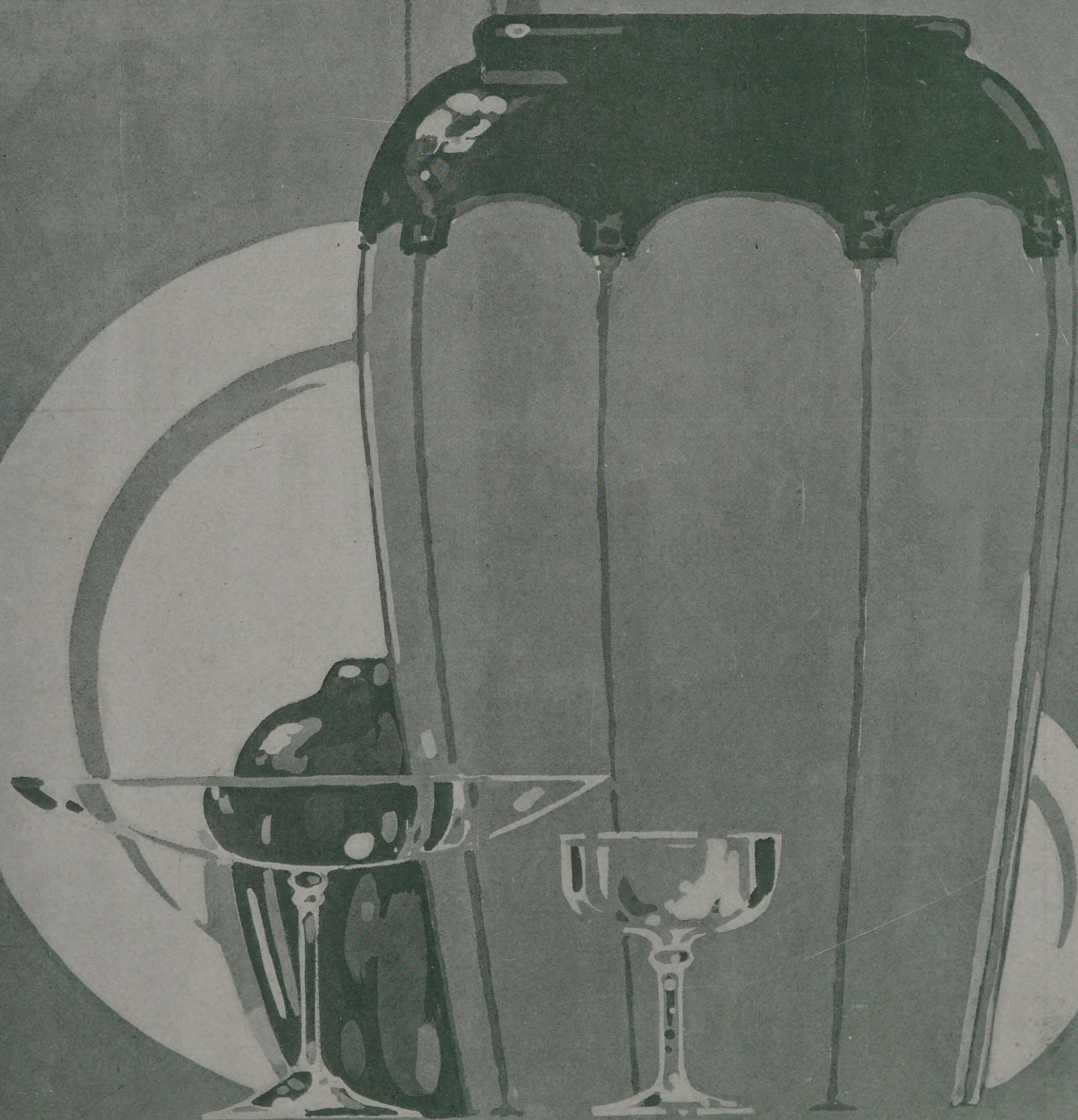


POTTERY & GLASS



HUOTT PUBLISHING COMPANY
395 FOURTH AVENUE, NEW YORK

IT'S THE QUALITY THAT MAKES THE DIFFERENCE CENTRAL GLASS WORKS WHEELING, W. VA.

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Haviland & Co. on decorated china
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We will continue to
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Factory working and will
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Dealing Exclusively in the
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IMPORTATION DEPARTMENT — New
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STOCK DEPARTMENT — Full assortment
white staples, open stock patterns, fancy
table dishes and white fancy pieces for
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without delay.

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New, Artistic, Harmonizes with any color scheme—medium
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"Peacock" Whitestone Ware

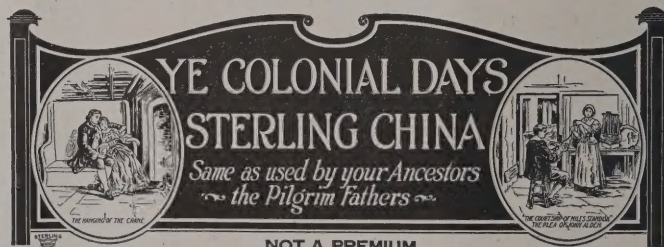
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is because they know that the element of chance is eliminated—they know it is the **very best** and sells readily every day in the year. Twenty new patterns will be added for 1915—Attractive and Sale Producers—the kind that makes and holds customers.

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Contains many exquisite decorations especially made for the best American trade

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A medium price china and earthenware in artistic decorations and attractive shapes

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THE TRADE ARE CORDIALLY INVITED TO VISIT OUR SHOWROOMS

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1—Two beautiful pieces, a marmalade jar and a fruit dish, recently placed on display in the New York market. These are but two of a large assortment of shapes decorated with characters that are reproductions of old Ming Dynasty (1368-1643) motifs. The ware is of German manufacture and is executed in the best possible manner. The all-over design is worked entirely by hand in richly colored enamels; the edges and striping are coin gold, the whole presenting one of the most harmonious art china treatments of its kind shown this season. This pattern while above the average in price can be retailed at an attractive profit. It has exceptional sale qualities and can be featured for gift purposes.

POTTERY & GLASS

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TERMS: \$2.00 per year in advance
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The Greatest Problem in Business—Men

YOU CAN REGULATE MATERIALS, MACHINES, AND GENERAL ENVIRONMENTS, BUT MAN IS ALWAYS AN UNKNOWN QUANTITY—A FEW EXAMPLES

MAN is the greatest problem in modern business. You can get any variety of machinery you want and it will always do what it is designed to do, day in and day out; you can purchase materials here, there, and everywhere and they will invariably behave the same under similar conditions. But when it comes to the item of men, a difficulty arises. They must be treated differently at all stages of the game, and even under the best of conditions it is impossible to forecast the result.

"What is your greatest problem in business?" was asked of John H. Patterson, president of the National Cash Register Company. And the answer was: "Men! It is comparatively easy to develop plans and methods; we can buy raw material and machinery; we can build factories; but without men of the right sort, all of these other things are of no avail."

Hugh Chalmers, president of the Chalmers Motor Company, says there are five "M's" in the word business—money, materials, machinery, merchandise—and *men*. "All but one are given quantities with which a definite result can be accomplished. Man is the big, uncertain quantity—the hardest to get, to understand, and to hold."

At the head of every conspicuously successful business institution will be found a man who has fully grasped the vital importance of the human element in business. In most cases this fact alone will account for the success of the business.

Oftentimes the manager of a business, especially if it is a small business, pays too much attention to the things which he makes, and not enough attention to the people who make them, the people who sell them, and the people who use them. "It's not things that make life—it's people," says Walter H. Cottingham, president of the Sherwin-Williams Company. "It's not things which makes business, it's people—people with red blood in their veins, men and women with hearts and feelings, aims and ambitions—men and women susceptible to encouragement and sympathy, training and discipline."

Many a business is held back and prevented from taking full advantage of its opportunities simply through the inability to obtain the right kind of men. A notable example of this kind is the case of Sears, Roebuck & Company in its early days. The late Mr. Sears, contrary to the general rule, never experienced any difficulty in selling. Such a volume of sales did he pile up that he was hard put to find enough goods with which to fill orders. He solved this difficulty by reorganizing existing factories, and by building new ones. Then came the man problem. He simply could not find enough correspondents to care for existing business.

Such difficulty did Mr. Sears experience in this connection that he ran standing advertisements in the principal newspapers throughout the country calling for men. These advertisements read to the effect that, "if you are a correspondent, or think you can be developed into one, don't wait to write us a letter, but get on the train and come straight to us. We will hire you at once at a fair salary and advance you rapidly." Mr. Sears claimed that the growth of his business in the early days was greatly handicapped by his inability to obtain the right kind of men fast enough to keep pace with its development. And this despite the fact that he was known as one of the most liberal and fair-minded employers.

Now the problem does not end with getting the right kind of men. Men are to a business what raw material is to a manufactured product—simply a bundle of possibilities. And just as a product can be rendered useless through mishandling the raw material, so can men be rendered useless to their employers through mishandling. Many an employer loses thousands of dollars through letting the right man go at the wrong time.

Man may be said to be a reasoning, but at times hardly a reasonable, animal; and nothing brings this fact into clearer perspective than the complex attitude of some executives towards their employees. They "hire and fire" promiscuously, allowing whim and ca-

price to overrule their better judgment. With the advent of accurate systems of cost keeping, many employers found out to their surprise that it cost a considerable sum of money to mold even an office boy into satisfactory shape. One of the largest automobile concerns states that it costs on an average of two hundred dollars to hire and "break in" each one of its general run of employees. And this figure is, of course, considerably increased when applied to executives.

Getting the right men is simply the first step. Having secured them, the next problem is to get them to work honestly and efficiently and then we must hold them. Too frequently changes are costly in actual money as well as in lost opportunities. Here, then, is the problem of man-handling. A well-known executive gives it as his opinion that the way to get the utmost out of men and to maintain harmonious conditions is to direct them without their knowing it, to guide them without compulsion.

The work of a machine can be gauged exactly for a given time; the work of a man depends upon his willingness and capabilities. While it is no doubt true that some employees may be put in the balance and found wanting, and still others tried and found not at all, a careful analysis would show that the trouble in most instances was due, in a large measure, to poor management.

In the past, many firms sought to handle men by sternness—by making them rigidly toe the line at all points. Then came the realization that fear paralyzes effort. It forces on a man a defensive instead of an aggressive state of mind. And in consequence he will lack the swing and dash that characterize the successful business man.

"Before taking any man to task," says W. K. Page, of the Addressograph Company, "we first try to discover the real reason for his non-success. Then we talk or write to him in a friendly way—take him into our confidence. We impress on him that we want him to make good, and that we are willing to do all we can to help him. We never attempt to force a man—we aim to lead. Nor do we ever criticise without offering constructive advice.

"No two men can be handled alike, however. Some men yield at once to friendly treatment; others have to be given a mental jolt. Here is a typical case of how the latter method was applied successfully: A salesman in one of our branch offices, whom I will call Smith, lagged behind in his sales. He failed to respond to friendly encouragement. He seemed to have lost his grip. We decided he needed a good hard jolt. So we transferred him from the selling to collecting department. Now this hurt his pride, as it was designed to do. No man who considers himself a salesman can maintain his self-respect under such conditions.

All problems in business simmer down to the human unit and the development of this unit. Henry R. Towne, president of the Yale & Towne Manufacturing Company, says: "For many years we have been devoting our time to increasing the efficiency of our machines, but now we must concentrate our efforts to increasing the efficiency of the human unit."

A business is simply an inanimate machine, made up of a large number of parts. Its power must come from men. And just as it is the problem of the engineer to use the steam at his command with the least possible waste and to the greatest advantage, so is it the problem of the executive to handle the human power in a way that will produce the best results.

The problem of man-handling is the problem of human nature. It can not be reduced to exact rules, and a large part of the waste in business to-day is caused by the inelastic system and cut-and-dried regulation with which some executives have curbed the activities of their men. Temperaments differ radically, and these temperaments in turn are modified by conditions. It is all a question of first accurately diagnosing the trouble and then applying the remedy best suited to overcome it.

Does Your Window Pay Dividends?

THERE is not another class of merchants in the country by which so high a value is placed upon the business possibilities of the show window than large department store operators. No other stores turn the window space at their disposal so constantly and so consistently to good account.

Unfortunately, it is true that the costly and elaborate displays of the more exclusive of the big stores can be equalled only by the largest and most exclusive of the one-line stores. There is not a retail store in the country, however, in which the same kind of systematic attention to window displays that is given in every department store, with a little ordinary common sense, good taste and salesmanship thrown in, will not pay well for itself.

The same holds good, though in a somewhat lesser degree, perhaps, in regard to store advertising.

Large space and clamorous bargains are not essentials of profitable newspaper publicity. The many small-space advertisements that appear regularly in the same papers, and which make their appeal to the same public that reads the announcements of the largest city stores, is the best possible evidence that this is so. Not large space, but the wise use of space, is essential; and in the matter of ordinary common sense, description of timely goods, of leech-like persistency, and of direct appeal to the pocketbook, there is much in the advertising methods of the department stores which retail merchants may profitably follow.



A corner in the pleasant sun-lit decorating room of the Arequipa Pottery.

Novel Pottery That Comes From California

A UNIQUE PHILANTHROPY WHERE INEXPERIENCED GIRLS TURN OUT BEAUTIFUL POTTERY AND AT THE SAME TIME FIGHT THE GREAT WHITE PLAGUE

IN Marin County, California, not many miles from San Francisco, there is a pottery which is entirely unique, not only in the character of its output and in its method of making and burning, but in the very thought that gave it birth.

In a way, it may be said to have merely started, yet its wares are sold in the largest cities of the country,

being handled by the foremost retailers and commanding prices that rank with those demanded for the output of America's best potteries and those of Europe.

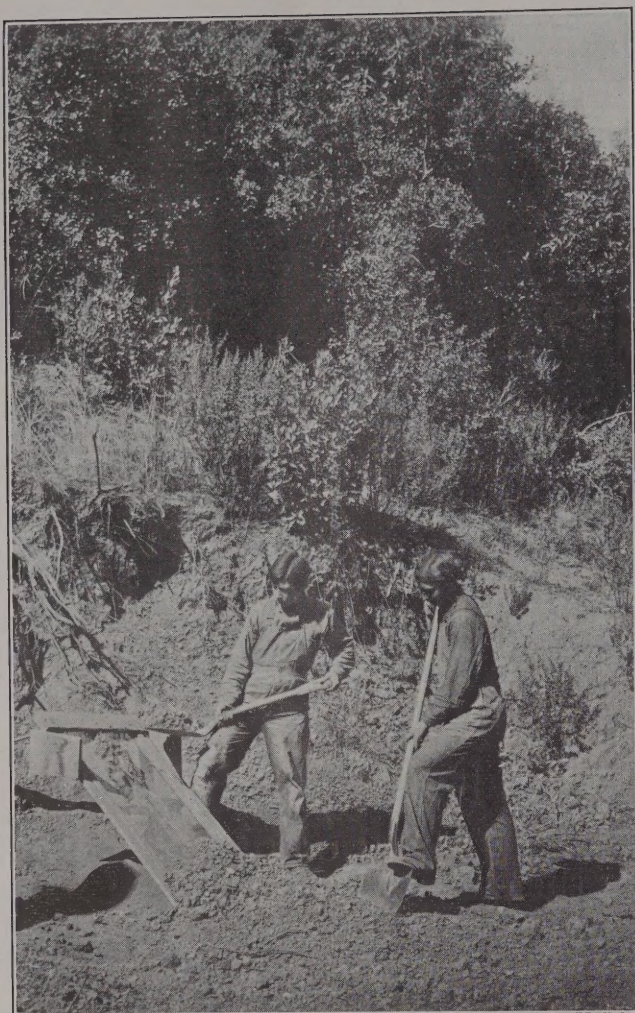
The Arequipa pottery was founded about three years ago by Dr. Philip King Brown, of San Francisco. The buildings are situated about twenty miles north of the Golden Gate amid scenery scarcely rivaled in any other part of California, the location having been selected for what was known as the Arequipa Sanatorium. The object of this sanatorium was to give care and treatment to working women, who were suffering from tuberculosis in the incipient form, and to have this care and treatment given at the lowest possible cost. Since a great part of the treatment was to be the breathing of health-giving fresh air, the site chosen was, as has been said, especially selected from a standpoint of health and scenic beauty.

After successfully working out the problem of making an institution of this kind self-supporting, Dr. Brown conceived the idea of finding a form of employment whereby the patients could earn the \$1.00 a day that was necessary for their maintenance. Most of the occupations followed by women were open to the objection that they either hindered the progress of the cure, or else the products of their labors might carry contagion. The



Gaining inspiration and health close to nature.

POTTERY AND GLASS



Apprentice boys harvesting the clay.

thought came that the making of pottery was not particularly arduous nor at all likely to be detrimental to the health of the worker, while the burning of the ware at a high temperature effectively insured against the objection that came through the idea of the finished product's carrying and spreading the tuberculosis germ.

At first, some doubt was felt as to the salability of ware made by inexperienced workwomen, but soon, under the supervision of a trained ceramist, the product reached a point where its merit attracted the attention of local dealers.

After a few months Arequipa pottery was on sale at nearly all of the large art stores in San Francisco, and orders grew larger and larger until it became imperative to build more kilns and to add the necessary facilities for doubling the output.

During the early months of the experiment, the workers were kept under the strictest observation, in order to ascertain what effect the work had upon their health. As a result of these observations, it was decided by the physician in charge, that the work was not only non-injurious but that it was actually beneficial. It was noted that the girls working in the pot-

tery made steadier gains than those who were not given this employment.

As a rule, for the first month or six weeks after the patient has arrived at Arequipa, she does not do anything but rest and recuperate, and then, if the physician in charge decides that she is strong enough to go to the pottery, she is allowed to work but one hour a day. If, after a period of observation, she shows no ill effects, the working period is gradually increased until the maximum of five hours a day is reached.

One of the greatest problems encountered is that of teaching the new workers and, from the very nature of the enterprise, this process goes on unremittingly. The average length of time that a patient stays is about six months, out of which must be taken the original entrance time of a month or six weeks. This would leave about $4\frac{1}{2}$ to 5 months in the pottery. It must be remembered, too, that only incipient cases are taken, and, as a rule, the patient is strong enough to go home after a few months in the pottery. Here, her place is taken by another, who has to be trained to the work, and thus it happens that the best workers are constantly leaving, and the new untrained hands constantly being taken on.

Nearly all of the work is done by hand, there being no machinery outside of a small compressor which furnishes air to the glaze atomizers. The body of the

(Continued on page 27)



Mixing and screening the clay.

Proper Lamps and Lighting

This is the sixth of a series of articles on the subject of light and decoration. In it are taken up a discussion of the relative effects of illumination which may be secured from gas and electricity and a consideration of the most recent developments in both mediums. A number of interior treatments are analyzed for their faults or virtues of lighting, and careful criticism is given of different types of arrangement. The direct light dome as a fixture is judged to be of small value either decoratively or practically, and the indirect system is commended for its esthetic and useful results. The subject will be continued next month.



NOT long ago at a lecture on lighting in New York City, many of those who attended were amazed to see the large auditorium beautifully illuminated with a soft mellow radiance, emanating from a tin pail containing a type C Mazda lamp, and it is on account of the numerous inquiries received that this article is prefaced with this allusion.

Could it have been done with gas? asked many. Indeed, yes. Every advance on the part of the electric illuminant manufacturers has been attended by corresponding improvements on the part of their competitors in the gas industry.

In the first article of this series the first lamps of Mr. Edison and Dr. Von Welsbach were shown. In the last article, the most recent development of electric illuminant typified by the type C Westinghouse Mazda lamp was explained. Now it is the turn of the gas industry to be represented, and in reply to the inquiry, "Could it be done with gas?" let me reiterate emphatically, "Yes." Refer to Fig.

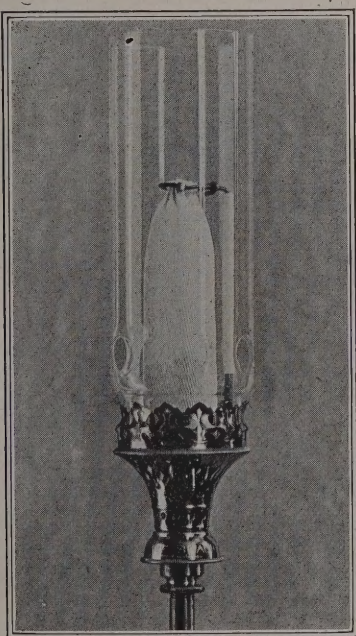


Fig 1—The standard (upright) Welsbach mantle.



Fig. 8—Light and decoration, utility and beauty combined.

1, representing a standard gas lighting unit—the Welsbach gas mantle of the upright type. This, and the Welsbach reflex, or inverted mantle, are too well known to require comment. Three of these mantles, with their burners attached to a three-way pipe, and connected by a flexible tube to an adjacent gas outlet, would have lighted the auditorium effectively. But they are by no means the last word in gas lighting units.

The most recent improvement is shown by Fig 2. Gas is conducted through the central, and one of

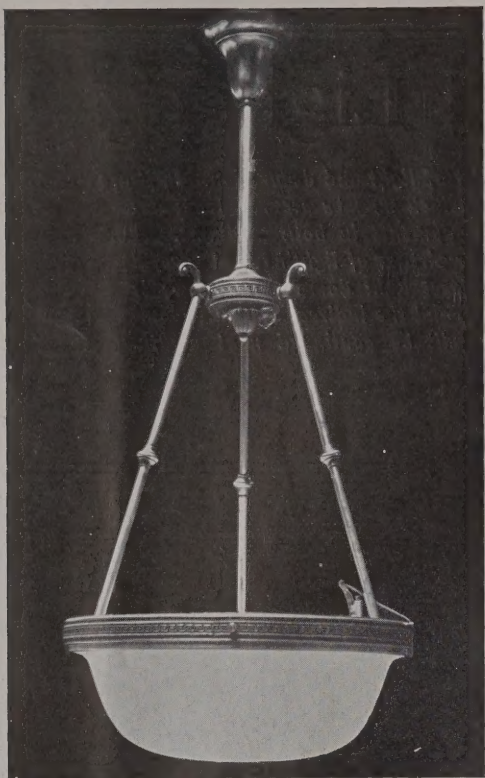


Fig. 2—The latest development of modern gas lighting with Equalite glass.

the side supports, and then through a horizontal pipe which projects from the circumference of the circular rim or "holder" to the centre. Attached there are special inverted mantles, with a special burner, the combination producing a high candle power at a very low cost. The fixture illustrated is plain, but indicative of the possibilities of this improvement. The decorator can readily appreciate that the supporting ring and fixture could be accorded any treatment to correspond with any period. This particular fixture is fitted with a spring valve so that a pull lights or extinguishes the mantles, a small pilot flame burning continuously. It is possible to control such a burner, whether located in a fixture, urn, or vase, from a distance with a pneumatic or magnetic valve—the control button being placed conveniently in the side wall.

A word here as to switch plates, both gas and electric. Like steam radiators, they are ugly patches defacing the wall, but if properly treated

they should be covered with the same covering as the wall, or painted to match. It is easy enough to find them without advertising their ugliness.

The applications mentioned in the last article apply to almost every condition which the decorator could encounter, particularly in residence work of the highest class. Let us go through a few rooms together making comments which may prove suggestive and helpful. Fig. 3 shows a conventional way of lighting a hall. This arrangement, independent of the appropriateness or inappropriateness of the fixture with its environment, cannot be artistic and useful unless globes of very dense glass are used. Almost invariably ground glass is prescribed by the fixture makers for such applications, with its cheap, spotty, glare, typical of the "flat" entrance light.

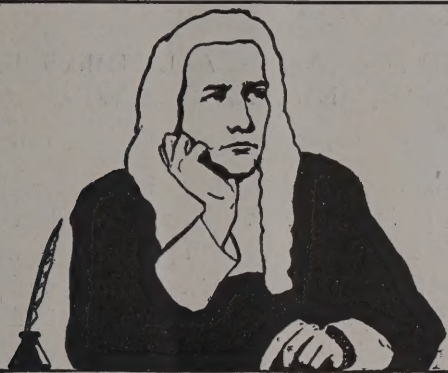
Fig. 4 is another example of abortive lighting, referred to the side wall. I have repeatedly emphasized that the side wall is not a desirable *locale* for lights unless their brightness is so subdued that their presence in the visual field is not a constant annoyance. This can only be accomplished by using small lamps, and very dense globes free from the white light effect. Keep the side wall light subdued! Another example of what to avoid in that relation is afforded by Fig. 5. Here the candle shades before the mirror do not hide the crudeness of the lamp itself, which should be about one-quarter the size represented.

The charm of individual table lamps is very great, but occasions arise when it is agreeable, and even necessary, to have more light throughout an interior

(Continued on page 26.)



Fig. 7—One idea of bedroom lighting—and not a bad one at that.



Practical Law for the Buyer and the Seller

A department devoted to a discussion of the various legal matters that are constantly confronting the man in business; opinions rendered are based upon actual decisions.

Written by Elton J. Buckley

A CASE SHOWING HOW MISUNDERSTANDINGS OVER LEASES FREQUENTLY OCCUR

IF I had one cent for every case which has gotten into the courts as the result of misunderstandings over leases of real estate, I would probably take a far keener interest in the income tax than I have had reason to do up to this time. My experience is that hardly one tenant out of one hundred can give an intelligent idea of the contents of the lease he signed. Thousands of tenants have gotten into difficulties by relying upon verbal promises made by the landlord when the lease was signed, as to what improvements and repairs he would make. In such cases, if nothing was written into the lease about it, and the landlord was not disposed to keep his word as to the improvements and repairs, the confiding tenants soon found that he could not be compelled to. In such cases verbal promises to do things not mentioned or referred to in the lease almost always amount to nothing.

Not long ago a wholesale dealer rented a business building at a certain rental. The roof was not water tight, and before signing the lease the landlord's attention was called to that. The landlord instantly agreed to fix the roof as soon as the tenant had moved in, and the latter signed the lease and took possession. The lease signed was the ordinary form in use almost everywhere, in which the tenant binds himself to return the property at the end of the term in as good condition as when he received it, barring ordinary wear and tear and destruction by fire. This has always been construed to place the obligation to repair upon the tenant.

Once the tenant was in, the landlord promptly forgot all about his verbal promise to repair the roof. He did not at first repudiate it absolutely, but was evasive. Pressed hard by the tenant, he finally did repudiate, it, and pointed to the lease, which not only contained no such provision, but contained the usual provision referred to above, compelling the tenant to do the repairing.

Meanwhile a payment of rent amounting to \$125 came due, and before it was paid rain got in the leaky roof and spoiled \$175 worth of the tenant's goods. The tenant thereupon refused to pay the rent, the landlord sued him for \$125, and the tenant defended on

the ground that the landlord's violation of his contract to repair had caused \$175 damages, so that he, the tenant, not only owed the landlord nothing, but the landlord owed *him* \$50 besides a receipt for the rent due.

No doubt the tenant felt as if his cause was absolutely just, and so it was, morally, but legally he didn't have a leg to stand on, and the court threw him out and made him pay the \$125 and all the costs. The principle of law on which the court based its decision was, that you cannot vary a written contract by evidence of a verbal agreement which contradicts it. In this case the lease was the written contract and it clearly placed the repairs on the tenant. The tenant sought to contradict it by telling of a verbal agreement by the landlord to do some of the repairing. You can't get rid of a written contract in that way—a written contract agreement can only be contradicted by another written agreement.

I will reproduce a little of the court's decision in this case:

The execution of the lease was not denied nor that by its terms an installment of rent was due. The tenant denied liability, however, because the lease was signed by the plaintiff upon the assurances and representations of the lessor that the roof of the demised premises which was not water-tight would be repaired; that repairs were not made as promised and that the property of the defendant in the building was damaged to the amount of \$175 because of the defective condition of the roof.

It is not alleged that the lease contained any provision requiring the lessor to repair; on the contrary, the lessee covenanted to keep the demised premises in good condition during the continuance of the lease. What is alleged is that immediately prior to the execution of the lease and as an inducement to the plaintiff to sign the same, the lessor promised that the roof of the premises would be repaired at once on which promise and agreement the plaintiff signed the lease. It is not asserted that this alleged agreement was omitted from the lease by mistake or that there was fraud, accident or mistake in the execution of the lease. The lease we have to consider placed no obligation on the landlord to make any change in the condition of the property and has no covenant conflicting with the right to collect the rent.

What the court meant by referring to fraud, accident or mistake, was this: where some verbal agreement inconsistent with the written contract was intended to go in it, but was omitted because of fraud, accident or mistake, it can be brought into the case because it was intended to be in writing.

What could this tenant have done to have himself

(Continued on page 23.)

The Planner Versus the Plugger

TWO CLASSES OF BUSINESS MEN THAT ARE DISTINCTLY AND FUNDAMENTALLY DIFFERENT
THE ONE WHO PLUGS FIRST AND THINKS AFTERWARD, AND THE ONE WHO
THINKS AND THEN PLUGS

(Continued from January issue)

WHAT a pitiful spectacle it is to see a man who really wants his business to succeed, but who deliberately prevents it from succeeding. Puzzled? Of course he is puzzled. He is bewildered. He cannot see that he is his own worst enemy. Both his business eyes are blinded. He would resent with the fiercest intensity any thought that he, and practically he alone, is the cause of his business remaining small.

This man is not an exception. His health is too poor; his mind is too narrow; his personal, individual sentiment, personal feeling and jealousy, pride, hatred and revenge enter into his business calculations. These things are only said because they are true, and may be a lotion on the eyes of some business man which will bring real insight into the causes of his own non-progress.

NOT GROWING—THEN DYING.

If any business is not growing, it is dying. No business can stand still. It may appear to stand still and hold its own, but back of appearances the elements of decay are at work.

This is why successful business men so carefully compare every month's sales with the corresponding month of the previous year, and of every former year. It is why they pay so much attention to their annual volume of business, and annual profits, compared with the same items for previous years. They know that unless there is a healthy increase, there will be an inevitable unhealthy decrease. The first step of eventual failure is the absence of increase. The business man who has been a hard worker, a plugger, and whose business is not progressing as it ought to, should not work harder.

GET AWAY AND SEE STRAIGHT.

He should take himself away from his business, not for the benefit of his health, although his health will benefit; not for his pleasure, although he will have a great deal of pleasure; not for sentiment, nor for a mere theory, but in order that he may be more valuable to his business, and make it a bigger success.

In taking himself away from his business temporarily, he should act on a definite, pre-arranged plan.

HERE IS A PLAN.

QUESTION ALL PRESENT POLICIES.

First, he should, so far as possible, rid himself of all of his old notions about his business. He should put a question mark after every policy which he has stuck to firmly as a good policy. He should set down in writ-

ing just what he has been doing in each department of his business. Do not try to write an essay. Just say on a rough piece of paper how each part of your business is handled; describe the routine of what you have been doing. When you have gotten through, fold the paper up and put it in your pocket.

TAKE A SHORT REST.

Second: Take a couple of days of real pleasure to relax your mind and rest your body.

VISIT OTHER STORES.

Third: Take two weeks for travel, to visit other stores, if you are a retailer, or get acquainted with other people who are doing business like yourself. Or, go out and talk with customers of your own and of your competitors, and find out how those customers feel towards you and your competitors, and why they feel as they do.

ASK QUESTIONS.

Fourth: Visit other kinds of business, just as a spectator, or as an interested inquirer. Ask questions. Do not try to remember all of the questions or answers. Have a little pad in your pocket, and jot down what you hear and see.

THINK IT ALL OVER.

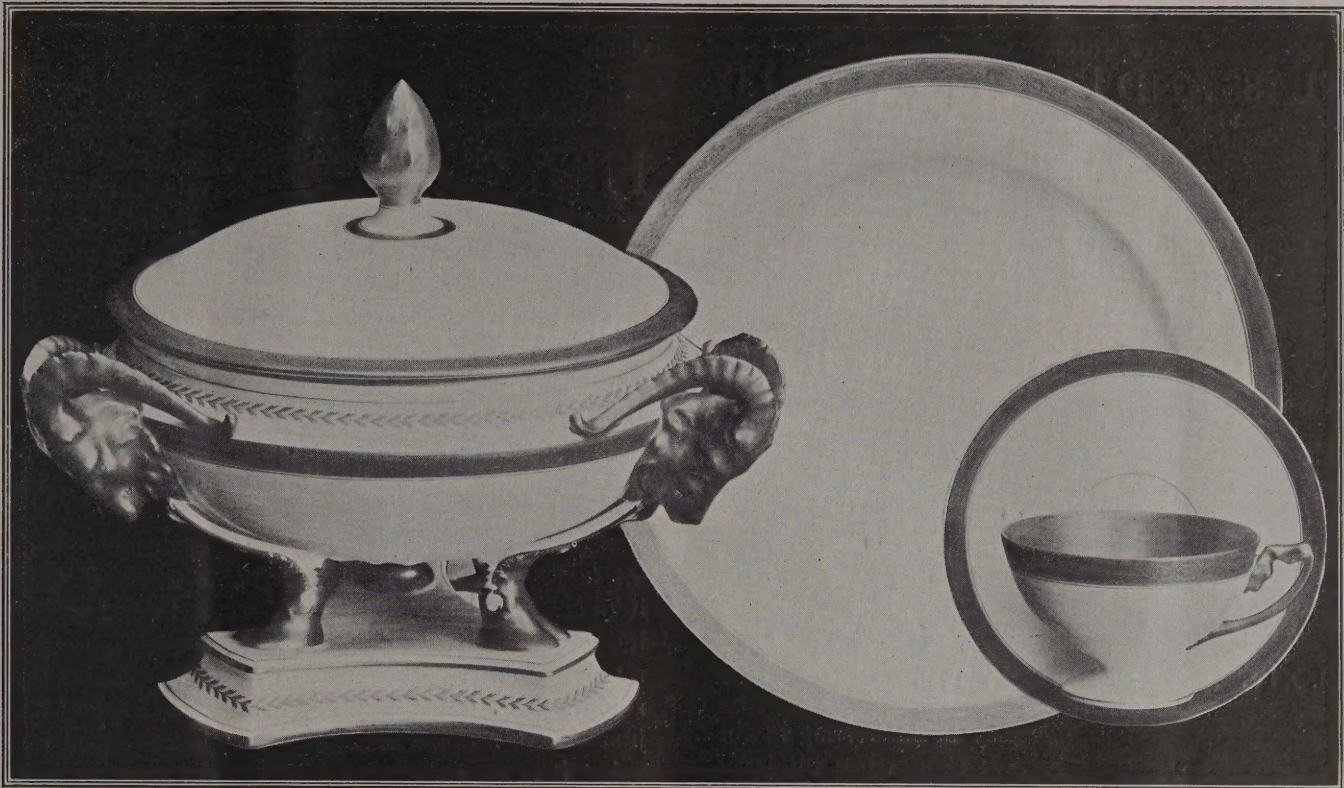
Fifth: Then spend about a week thinking it all over. Do not try to think hard, just let it "come to you."

TAKE AN OUTSIDER'S VIEWPOINT.

Sixth: Now, go back to your business and look at it—not as your own business, but as an outsider. SEE—not just with your eyes, but with your mind, with your experience, with your judgment, with your imagination, with your future—see your business as a whole. Do not try to look at the little details, of how Tommy ties a bundle, or how Mamie spells a word, or how Jim washes the floor. Look at the business as an investment, as an enterprise.

REQUIRES LESS THAN A MONTH.

All this does not mean the great expenditure of time that you may think. Three and a half weeks, or less than a month, should suffice to carry out this plan in its entirety. Then when you do it, you will see how handicapping the mere planless plugging habit is for anybody at the head of a business, little or big. You will see how absolutely essential growth and success is the habit of thinking in advance clearly and absolutely without prejudices, or fear, or preconceived notions and then—in accordance with what you have thought out—organizing to put these plans into the most successful operation.



A charming incrustated gold dinnerware pattern that has been well patronized by the early buyers in the New York market. It is being selected by the stores who cater to the better class of trade because it breathes refinement in every way. The unique shape of the cover dishes is in perfect harmony with the decorative treatment, in which the motifs of the "Empire" period predominate. The handles are done in the best coin gold, with which the cups are also lined. It is of German manufacture and is offered at a remarkably fair price, considering the quality of the goods.

CUT GLASS MANUFACTURERS HOLD FOURTH ANNUAL MEETING.

THIRTY of the leading cut glass manufacturing firms in the trade were represented at the fourth annual meeting of the National Association of Cut Glass Manufacturers, held at the New Grand Hotel, New York, on Thursday, February 11.

Owing to rather uncertain conditions in the cut glass business during the latter part of last year, the meeting was held four months later than is usual. A general feeling of optimism prevailed throughout the two sessions, at which trade conditions and routine business was transacted.

The old officers were re-elected and some changes made in the board of directors. It was decided to call the next annual meeting in December, the date being left to the executive committee.

The officers and directors elected are as follows: H. D. Carey, Laurel Cut Glass Co., president; J. E. Marsden, Liberty Cut Glass Works, first vice-president; Charles H. Taylor, Jewel Cut Glass Co., second vice-president; T. P. Strittmatter, Quaker City Cut Glass Co., treasurer; A. L. Blackmer, Blackmer Cut Glass Co., secretary. Board of Directors—Frank Steinman, Kelly & Steinman; G. W. Sells, Krantz, Sells Co.; R. W. Murphy, Keystone Cut Glass Co.; William F. Dorflinger, C. Dorflinger & Sons; O. S. Atterholt, Luzene Cut Glass Co.; C. G. Tuthill, Tut-

hill Cut Glass Co.; J. Howard Fry, Fry Cut Glass Co.; W. J. Ford, Berliner Co.; Charles F. Keifer, Keifer Bros. Cut Glass Co.; H. W. Baldwin, J. Hoare & Co.; J. W. Robinson, Libbey Cut Glass Co., and T. B. Clarke, of T. B. Clarke Cut Glass Co. Frank Steinman and G. W. Sells were elected from the board of directors to act with the five officers first named, the same constituting the executive committee. The afternoon session was adjourned at about 4 o'clock and most of the out of town delegates attended the dinner of the Salesman's Association in the evening.

NEW JERSEY'S POTTERY SHOWN AT NEWARK.

AN exhibition of the clay products of the State of New Jersey was opened in Newark, N. J., on February 1, and will continue until March 14. While considerable space is given over to wares made between 1865 to 1876, a separate section is devoted to examples of modern art and commercial pottery. One of the most interesting exhibits, however, is a working display in which the potter models the clay and the finishers put on the decorative touches. The exposition has been attended by a large number of people, many of whom expressed themselves as astonished at the vastness of the pottery industry of their State. The exhibition is the work of the Newark Museum Association.

POTTERY AND GLASS

WITH WHICH IS COMBINED

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THE TURNING POINT

It may be interesting at the present time, when the business pessimist is abroad, to retell the following story. It is said that it is based on fact; and in any event it contains a big bit of food for reflective thought. This is the story:

A certain board of directors in a financial concern held a meeting to discuss ways and means for the increase of their business. Matters as they were presented by the president appeared particularly depressing and an air of gloom settled over the gathering. However, when one of the members was bemoaning the pessimistic outlook, he was interrupted by a brother director who asked.

"How far can a dog run into the woods?"

The speaker for a moment was considerably annoyed, and he retorted with anger, "as far as it likes, for all I care."

"But I am serious in the purpose of my question," said the first man, "and I would like to have a serious answer."

"Well, I must admit that I am unable to solve the riddle," replied the second director, "and if you are sincere in your purpose all of us would be glad to have you answer your own question."

"A dog, then, can only run into the woods as far as the center," smiling retorted the first director, "for after that he begins to run out."

And this story is quite pertinent to business at the present time. For after all is said and done, business is like the dog and the woods. For a certain time it can decline, but thereafter it must improve. And it

is the consensus of opinion of merchants of experience and judgment that business is now on the upward climb.

BUSINESS SYSTEM THAT DEFEATS ITSELF.

HAVE you a system in your organization which defeats its own end—that of making easier the routine work of the day? Naturally you reply in the negative, but read the following story—and then think it over.

The boy came into the Cleveland bank and laid a half-dollar with his bank book on the receiving teller's window. "We don't receive deposits of less than a dollar," said the teller. The boy yielded reluctantly to the system and drew back. But he did not leave the bank. He crossed the corridor and seated himself on a settee. The teller noticed him sitting there, and also noticed the reflective look on his face. The boy waited for some time, thinking it over. Finally he arose and went to the paying teller's window. A moment later he confronted the receiving teller. "I want to deposit this dollar and a half," he said. The teller grinned. The boy had just drawn a dollar from his little balance and was using it as an entering wedge for the rejected half-dollar. And so the system was beaten by the boy, and a considerable accession of bookkeeping labor was the price of defeat.

Outlook Bright for 1915

"The year 1915 seems certain to be much better for the business man than 1914, and we should do everything practicable to evidence our faith in future prosperity."

"There are distinct signs of improvement. Sales in many departments are slowly but steadily increasing, and this will probably extend to others."

"The increase in exports is beginning to have an influence upon domestic business."

"The number of travelers on trains, in hotels, shops and other business places is growing larger."

"The inquiries for products in many lines are becoming more frequent. Sentiment in favor of better times is pronounced."

"Let us hope that nothing may intervene to interrupt or retard this apparent progress toward normal conditions. Your affirmative action in the direction indicated will add a note of encouragement to the general situation."

—Judge Elbert H. Gary.

Technical Facts and Figures

AN INTERESTING DEPARTMENT OF TIMELY COMMENTS ON SUBJECTS OF PARTICULAR INTEREST TO THE POTTERY AND GLASS TRADE

METHOD OF HAND WASHING KAOLIN

Where the kaolin supply is scattered over a large area and operations cannot be conveniently centralized, the only plan available is to concentrate the kaolin and sell it, either as washed kaolin or as concentrated crude kaolin.

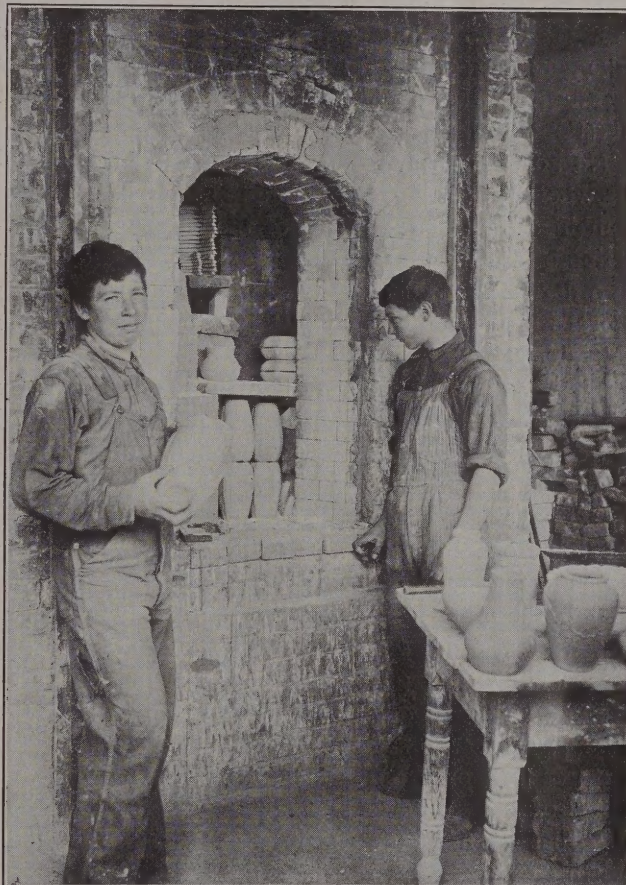
Where time is not an important consideration, the washing of kaolin may be successfully accomplished without the use of any machinery and a product equal to the best machine-washed kaolin produced.

Hand washing of kaolin is copied in part from similar operations in Cornwall, England, and has been altered to suit the conditions in the region investigated. The crude material is placed in a shallow level tank measuring approximately 4 by 20 feet. Water is admitted at one end and passes out at the other, the material meanwhile being vigorously stirred with shovels to loosen the hard kaolin which adheres. The water from the tank enters a sand-settling trough measuring approximately 2 by 50 feet by 1 foot deep. In passing this the coarse sand settles and the fine material passes out at the opposite end, which is partly closed by a gate 8 or 10 inches high. The material that settles must be stirred occasionally to liberate any kaolin caught in it. From the sand trough the kaolin slip passes into the mica troughs, which are similar to those used in all kaolin-washing plants and are approximately 1 foot wide and in 50-foot sections, either eight or ten sections being used. The depth of slip in these troughs is regulated by the flow of water, as ordinarily they contain no retarding strips. These troughs are built in batteries side by side. The slip flows from one trough to the next, back and forth, and at the end flows onto a series of screens which are so built that the overflow from the first screen passes onto the second and then onto the third.

The size of screens must be selected especially for the work in hand. Some crude kaolins can be cleaned of the last traces of floating mica by the use of the 100-mesh screen to remove the finest mica. The mesh stated is the number of meshes per linear inch.

Thus a great proportion of the mica not settled in the troughs is removed and the refined kaolin passes into the concentrating tanks, which should be approximately 30 by 10 feet by 6 to 8 feet deep. There should be two, so that slip may be introduced into one tank while the other is in use. When a tank is filled the slip should be allowed to stand until the kaolin has settled completely to a thick paste and the clear water can be siphoned off. After removal of the water, the kaolin paste is transferred to shallow evaporating tanks, approximately 30 by 10 feet, and not more than 2 feet deep. Here the material may remain until any

desired degree of drying has been reached. Much time will be saved, however, if the material is removed as soon as it will hold together and exposed upon open-air drying racks. In the Cornwall district the material when dry enough to move with shovel is transferred to the top of a tile-covered oven approximately 100 by 5 feet in area and consisting of two long flues.



Apprentice boys placing the ware in the kiln at the Arequipa Art Pottery, near the "Golden Gate" of California.

Here the last traces of water are removed. The material after drying is marketable kaolin.

Material that has been once washed for kaolin may be wisely removed from the washing tank and, after air-drying, may be rewashed, often to produce considerable marketable kaolin.

Robert T. Van Arsdale, son-in-law of the late William Rowland, is carrying on the latter's crockery business in New Brunswick, N. J., pending the settlement of the estate. Mr. Rowland left no will and his daughter, Mrs. R. T. Van Arsdale, has been made administratrix.

Thinking Right About Costs

TO KNOW WHERE AND HOW WE MAY MOST EFFICIENTLY APPLY THE TIME OF EMPLOYEES TO GET THE BEST RESULTS, IS THE GREAT QUESTION OF THE DAY
THE FOURTH OF A SERIES OF ARTICLES ON BUSINESS
EFFICIENCY BY A. M. BURROUGHS

LABOR is time and time is money in factory economy. Time is one of the most expensive things the average manufacturer pays for, because it involves a cost that, in most cases is about equal to cost of material and overhead expenses combined. The proper cost system gives an absolute check on the time reports of workmen and foreman and shows just how each man's time has been expended. To know where and how we may most efficiently apply the time of our employees to get the best results, is the great question of the day.

No adequate answer to this question can be found elsewhere than in a complete and thorough cost system, combined with a knowledge of the theory and application of scientific management. A man is paid wages in order to produce certain results. These results are more or less well defined just in proportion as each man's work in a factory is defined.

The cost record of a factory is the standard by which the importance, ability, and productiveness of the employees is judged in the economy of that factory. Their efficiency is judged by the standards which have been scientifically determined for handling the same operations. The amount of their wages is dependent upon that record.

It is therefore important that the man who works for wages, produce all that the manufacturer can reasonably expect of him, or that the manufacturer has been able to get from anybody else doing the same class of work. Hence the necessity for a manufacturer to know from actual records the comparative worth of a man, not only for his own protection, but also that he may pay the man all that the work is worth.

We must take men as we find them, and in order to get the greatest efficiency, we have adopted various systems that place a premium on a man doing what he should do. When we devise a wage system that will make a man want to produce the utmost for his pay, we will have the wage system that will immediately supplant all others.

There are numerous plans by which the wages paid to a workman can be determined. They are the day rate plan, piece-work plan, differential plan, premium plan, bonus plan, profit sharing and stock distribution plan.

The value of any wage system over another necessarily depends upon the conditions of the plant in question, and the plan must be adopted after a careful study of these conditions and the nature of the product.

The day rate or the day's work plan is one of the

most generally used: first, because it is the simplest, and second, because it makes a less complicated pay roll. It applies both to high class labor and to men engaged in more or less routine work and those employed in non-productive labor. It consists in paying a workman a certain rate a day or an hour; the amount of pay is determined by the market rate for the class of work and afterwards by the special skill of the workman.

There are objections to this plan, especially where no adequate cost system is used, because there is no incentive to make a workman do his best or to produce to his full capacity. He gets so much a day whether he makes 100 parts or whether he makes 75. If he happens to be faster than his fellow workmen and discovers that he is doing more work than they, he asks for a raise; and if he doesn't get it, he slows down to the same pace. In other words, the day rate gives the men an opportunity to take it easy; their only incentive is a prod from the foreman when he sees that they are "soldiering." It is all in favor of the workman.

The only way in which a day rate plan can be equalized between employer and employee is by a cost system. Of course the total labor cost can be predetermined on account of the fixed rate paid to the men, but the relation between the rate and the amount of work each man is turning out cannot be exactly known unless some kind of record is kept.

Suppose that each man turns in a labor distribution ticket every night, showing how much work he has done during the day, or turns in a separate ticket when he has finished a job. The information thus gathered, if properly used, will show the relative value of workmen.

This is especially true where a certain rate an hour is paid and there is prospect for an increase of pay with an increased amount of work. Under these conditions the labor distribution tickets which are turned into the cost department, and which show the time consumed on certain jobs by different workmen, contain data that indicate those who deserve a "raise." Without an increase of pay in view, the tickets would, in all probability, show a dead level of production on the part of all the workmen and be of no utility except to indicate that some man is wasting an unusual amount of time.

Time is money to the manufacturer always, to the employee only when it is made to appear so.

Labor distribution tickets are made out by the fore-

(Continued on page 29.)



Business and Personal Items About Prominent People in the Different Branches of the Trade

STACKPOLE—T. E. Stackpole, for several years past buyer and manager for the house-furnishing department of J. B. Greenhut & Co., New York, has been placed in charge of the china and glassware department, succeeding J. H. Harris. Mr. Stackpole will continue in charge of the house-furnishing department as heretofore. Mr. Feldman continues as assistant in the china and glass department.

TEMPLE—James J. Temple, recently appointed manager for L. Bernardaud & Co., importers, returned a visit to the factories in France the latter part of January aboard the s.s. *Niagara*. F. de Maison, who formerly carried the Bernardaud lines, and who was wounded on the battle fields of northern France, accompanied Mr. Temple. The latter spent the first week of this month visiting the trade between New York, Philadelphia and Pittsburgh.

HARRIS—John H. Harris, for five years past manager and buyer for the china and glassware department of J. B. Greenhut & Co., New York, resigned his position with that concern to accept a similar position with the Kaufmann Store, Pittsburgh, Pa. Mr. Harris will no doubt continue his success in his new position for he is practically bred to the crockery business. His early experience was gained in his father's china and glass establishment in England with whom he worked until 1899, when he came to this country. He quickly obtained a position with Abraham & Straus, Brooklyn, serving under Peter O'Neill. After four years of service he resigned as assistant buyer and went with the Siegel-Cooper Co., as assistant to John Ling. When Mr. Ling left to open up the Gimbel department Mr. Harris succeeded him in charge of the department, which has continued to prosper under his management.

FLYNN—J. T. Flynn in charge of the housefurnishing department of Gimbel Bros., New York, since the local store was opened, has resigned to take charge of a similar department in the Kaufmann Store, Pitts-

burgh, where he succeeds Chas. M. Igel, who is operating a department of his own in the new Rosenbaum store, in the same city.

BRUM—A. L. Brum is now traveling through Pennsylvania, Maryland, Connecticut and Delaware, as well as a goodly portion of the South, with the sample lines of the Consolidated Lamp & Glass Co. He was formerly connected with the Pittsburgh Lamp, Brass and Glass Co., and later with the Edward Miller Co.

PRICE—Thomas Price until recently with the Ohio China Company, East Palestine, Ohio, has been made general superintendent of the Consolidated Manufacturers Co., of Grafton, W. Va. Mr. Price was formerly one of the owners of the American China Co., Toronto, Ohio.

HAHN—J. H. Hahn china and glass buyer for the Lyon Dry Goods Co., Toledo, Ohio, has engaged with the Richard Briggs Co., Boston, Mass., as general manager. He has been succeeded at the Lyon store by Mr. Monroe.

ARMSTRONG—John Armstrong has resigned his position with the J. N. Adam Co., Buffalo, N. Y., and accepted a position with the Hens-Kelly Co., of the same city, for whom he will buy the china and glassware.

SLOVER—William A. Slover, western salesman and for more than thirty years connected with Haviland & Co., was found dead in his room in the Auditorium Hotel, Chicago, January 27. Mr. Slover was widely known to the china trade and seemed in the best of health when last seen about the hotel. A post-mortem examination showed death was caused by pneumonia. Deceased was fifty-six years old and a widower. He resided in Brooklyn and was a member of the Pottery, Glass and Brass Salesmen's Association.

MOORE—E. D. Moore, for some years past secretary

POTTERY AND GLASS

and credit manager of the Knowles, Taylor & Knowles Pottery Co., has resigned his position to enter another line of business.

COSGROVE—Joseph M. Cosgrove is now traveling the South and Middle West with the lines of the Mercer Pottery Co., Trenton, N. J.

MEYER—F. C. Meyer, for many years door man at Bawo & Dotter's, is now meeting the visiting buyers at L. D. Block & Co., Fifth Avenue, New York.

MOORE—Frank W. Moore has engaged with the Avon Art Glass Works, successors to the American Art Glass Co., and will cover New England. J. H. Hartman is covering his old territory in the west for this concern.

WEISS—E. V. Weiss, 1 Hudson Street, has been appointed Eastern representative for the Saxon China Co., of Sebring, Ohio. He formerly represented this line on the road making New York his headquarters.

MARTIN—Thomas F. Martin, best known to the trade as former china and glass buyer for the Fourteenth Street Store, New York, is now buying for the china and glass department of A. L. Blumstein & Co., New York.

SIPSER—S. Sipser, who formerly represented the Crown Novelty Co., Ypsilanti Reed Co., and several other lighting and novelty houses, has discontinued his office in the Flatiron Building, N. Y., and engaged with Weintraub Brass Mfg. Co., and is now on the road with their line of portables, domes and lighting fixtures.

LONGSHORE—James H. Longshore, formerly with H. E. King & Co., Chicago, has engaged as general traveler with Rothschild Bros., of the same city and will represent them over the Western territory.

ARMBRUSTER—F. P. Armbruster, identified with the Burley & Tyrrell Co. since 1882, in which time he rose from an assistant bookkeeper to vice-president of the company, withdrew from the business on January 1 last.

ADVERTISING AN IMPORTANT NECESSITY

"THE man who says he does not believe in advertising does not know what he is talking about," said Prof. R. S. Butler, recently, in a lecture at the University of Wisconsin, Madison, Wis. Professor Butler defined advertising as the merchant's greatest need, and furthermore, warned them not to limit their horizon.

"If he really believed what he says," continued the lecturer, "every merchant would tear down his sign, board up his windows, cover up his shelves, make

kindling wood out of his store windows, and do business with intending customers through a hole in the wall. Newspaper advertising is only one form of advertising; all forms are excellent and they all work toward one end—the sale of goods."

"The merchant who is looking toward the largest success, can no more do without newspaper advertising than he can do without his sign, his store windows, his display of merchandise, his service, his courteous clerks, his reputation and the thousand and one things that go in to make up advertising."

"Newspaper advertising is a modern necessity, and the merchant who refuses to limit his business horizon does not try to fool himself by thinking that he can get along without it."

GRAHAM & ZENGER RECEIVING REGULAR SHIPMENTS

A SINGLE glance over the wonderful collection of Rosenthal china that Graham & Zenger, New York, have assembled, was sufficient to disperse any idea that there would be a scarcity of German china in this country this season. When we say wonderful, it is simply for want of a better expression to accurately describe this splendid showing. Germany at war, seemingly, has in no way affected the work of the potter or the artist, for the Rosenthal line contains fifty per cent. more patterns, new decorations and shapes than last season.

W. P. Graham, H. S. Clarke and Fred Reimer are, as well they might be, rather enthused with the line which contains fifty new and original dinnerware decorations in different treatments, twenty-two place plate decorations, and a score or more new ideas in finely modeled and beautifully decorated fancy china. An inspection of the line can lead to but one conclusion: that any factory who can produce so many wonderfully made new samples can certainly deliver the goods, especially when it is taken into consideration that samples are harder to make than merchandise.

The conversation running to shipments, Mr. Graham had another surprise in store when he stated that the goods are arriving in two to three months, and where it formerly took from three to four months, and at times even longer, to get the goods in, orders are now being executed and delivered in from six to seven weeks at the factory. Even as we spoke a cablegram was handed Mr. Graham which stated "136 cases Rosenthal s. s. Nieuw Amsterdam."

Mere bigness in a business is not necessarily an advantage. It is the net profit rather than the gross sales that measure the successful store.

Did you know that goods are heavier in a dark store? The less light you have, the more the goods will stick to the shelves; the harder it will be to move them.

In the New York Market

A Description of Seasonable and Staple Novelties That Have Lately Made Their Appearance and Where to Get Them



ONE of the best articles placed on the market this season by the Central Glass Works is a line of iced tea sets, designed and decorated along different lines than the usual run of this article. The container is a duplicate of an earthenware or china teapot and comes in both the tall and squatty styles. The glasses are beautifully shaped and besides the handles have a footed base. The decoration is in light cutting and the dandelion, daisy and corn flower are the motifs. The Central Glass Works have also sent their New York representative, A. P. Doctor, a new line of stemware that is exceptionally good. The decoration is a deep plate etched design called the "Acorn," and is particularly attractive. The stemware have the tall French legs and the cup is concave in shape. A footed decanter is also included in this showing. One of the newer specialties is a small three-piece service set. This is exceedingly useful where table space is limited, the sugar, cream and butter being served at once.

* * *

Some particularly attractive goods from the Dresden and Mettlach factories are now being displayed at the showrooms of E. R. Thieler, West Twenty-third street. One line consists of a great assortment of vases, jardinières, desk and novelty pieces decorated in a rich Dresden floral design with deep col-

or stripes. Another line is a fine assortment of specialties and vase sin a rich "Rose du Barry" pink, which will undoubtedly prove popular with the trade.

* * *

Lazarus & Rosenfeld have recently opened up a large shipment of ware from one of their Austrian factories which includes a fine collection of dinnerware, fancy china, specialties and glassware. Most of the china is from their Austrian factory. Victoria china, one of the leading lines carried by this firm, predominates in the collection, and is shown in many new and original patterns. One of the new designs, and one that is expected to prove as popular as their attractive "Blue Bird," is the "Butterfly." This decoration was designed by one of the house force and shows this common yet beautiful summer visitor in a

very distinctive manner. A thin blue band and blue edge carry out the color scheme effectively.

On the fancy ware, breakfast, tea, bureau and other small sets shown, the rich old colorings of old English chinaware are carried out in equally as old patterns or modern adaptations. Of these the Indian Tree is still in popular demand and is shown this season in a color combination that is especially harmonious. Included in the recent arrivals



Decorators of white china will find an abundance of imported ware in the market, rumors to the contrary notwithstanding. We produce here-with a delightful new shape in French china that lends itself readily to a score of harmonious treatments. These goods can be had either from stock or on import.

POTTERY AND GLASS

were a large assortment of Austrian glassware. These included vases, table centres and decorations, wine and whiskey sets for all classes of trade. The entire collection is exceptionally good and worthy of a close inspection on the part of every buyer.

* * *

A number of interesting light cut specialties have been recently added to the line of the Camden City



A well designed and finished orange bowl shown by Wm. F. Upham.

Cut Glass Co., shown in New York by A. P. Doctor. Two of these are small handled flower baskets in finely cut floral designs which are offered at an extremely reasonable price. Other small articles are shown in great variety and all are from their regular open stock.

* * *

Vogt and Dose are showing one of the largest collections of white china for decorators in the market, over three thousand different shapes with a smooth pure white body consisting of staple dinnerware shapes, specialties and original novelties. In view of the threatened shortage of white china, an unfounded idea, the showing is remarkable. The entire assortment has been catalogued, a copy of which will be sent to jobbers, store buyers and commercial decorators upon request.

* * *

Ahrenfeldt's celebrated French dinnerware is now being carried in stock at the warerooms of Herman C. Kupper, the sole representative of this quality line in this country. As a beginning Mr. Kupper has selected a few of his strongest sellers, all finely decorated, and will carry them in stock ready for immediate delivery in sufficient quantities to meet all reasonable demands. The full collection of import samples of this line and also the Schierholz art china is now

ready for the inspection of the visiting buyers, the latter including an unusual number of novelty pieces. One of the finely executed patterns in this line is a reproduction in rich enamels of designs found on the rare porcelains of the early Chinese dynasties. These are particularly attractive as the shapes are entirely in harmony with the spirit of the decorations. An inspection of the new samples will reveal many other interesting features, which for lack of space we are unable to mention.

* * *

The attention of the jobbing trade is called to the fact that the Saxon China Company, Sebring, Ohio, has established a showroom in the Metropolitan district. E. V. Weiss, for some time past a representative of the company on the road, is in charge of the local display with headquarters in the Irving Building, 1 Hudson Street, at the junction of Chambers and Hudson Streets, and West Broadway. The Saxon China Co. have an immense plant and make a specialty of furnishing under glaze blue assortments for the jobbing trade. They manufacture a general line as well as premium assortments and advertising specialties.

* * *

Frederick Skelton is showing a number of new items from the Beaver Valley Glass Co., consisting of five, six and eight-inch flower vases with flare and scalloped edges and a new line of plain blown lead flower baskets. An ice tea set with the new tea-pot shape container is also shown for the first time.

* * *

The complete line of plain and decorated dinnerware of the Knowles, Taylor and Knowles Pottery Company is now displayed at the salesrooms of E. W. Hammond & Co. Heretofore few of the Ohio pottery lines have been displayed in the New York market, but this year has seen the coming of quite a few. This advantage to the Eastern buyers will undoubtedly be appreciated as many a long trip to the potteries is thereby saved. The line contains many exquisite border decorations on a wide range of original shapes.

SOME PARAGRAPHS FOR THE BUSY MERCHANT

If in spite of all your efforts you positively cannot make good in your present occupation, don't remain to be a life-long failure. Get into something more congenial.

How do you know you don't want any of the salesman's goods unless you look them over? He may have the very thing you are looking for.

Do you want to know what will be of great value in helping you to build up your business, and yet will not cost you a single cent to use? It is cordiality.

If you are cold-blooded in your way of handling customers, don't be surprised if the customers fail to get warmed up about buying.

POTTERY AND GLASS

The full assortment of 1915 samples from the Reinhold Schlegelmilch factory are now on display at the salesrooms of B. Tomby, New York. The decorations and shapes are distinctively individual and up to the past standard of this factory, in every way. Many novelties are shown this season, especially in the smaller sets and pieces and assortment can be made up for any desired special price sale. Floral patterns predominate on the new goods.

* * *

A particularly interesting piece in the large cut-glass display of W. F. Upham is a large-footed orange bowl with a combination floral and mitre cutting with hob-nail and chair-bottom filling. A deep-cut mitre band encircles the top and is filled in with a fine mesh cutting with star inserts. The edge is scalloped. The pattern is called "Dolca" and is one of the Stott Bros. products.

* * *

A. P. Doctor is showing a number of new lines of gold decorated glassware from the Monaca factory of The Deidrick Glass Co. All of the new patterns are exceedingly attractive. The "Monaca" carries an edge hair and foot line; the "Ruth" is more elaborately decorated with a fleur de lys and a double gold band line with an etched filling between; the "Dixie" pattern has a needle etched decoration in combination with coin gold. This is called the "24 karat" line and undoubtedly will meet with the approval of buyers catering to a discriminating trade.

SALESMEN WELCOME INNOVATION IN CHINA AND GLASS SAMPLE TRUNKS

ALL china and glassdom, that is, that portion of it whose duty it is to travel, are enthusiastic over the event of a new trunk which Crouch & Fitzgerald, trunk manufacturers, recently made for a cut glass traveller. Selling china and glass is hard work at all times, but it is not to be compared with the toil required to pack an ordinary line of goods. The vast quantities of cotton filled pads with their great bulk and weight are unnecessary with the new trunk, which is fitted with trays and compartments, all carefully padded and containing a place for each sample in the line. So well arranged and fitted is the new trunk that it was possible to pack the entire line in three trunks where it formerly necessitated eight. This in itself is a great saving over the old method and is second only to the saving in time required in packing, which can now be accomplished in one-quarter the time. This release from unnecessary toil will undoubtedly bring joy to the traveling salesman, who will find Crouch & Fitzgerald ready to build trays and trunks to meet their special requirements or refit old trunks with the new idea.

They carry a full line of sample trunks for the china, glass, lamp and housefurnishing trades, and have brought out a special plate trunk that merits the attention of every wholesaler. Estimates will be cheerfully given at any of their stores, located at 177 Broadway, 154 Fifth Avenue, and 14 West Fortieth Street, New York.



3—One of the new ideas in iced tea sets brought out this season. A number of shapes are shown by this manufacturer with either a short or tall teapot. The illustration shows one of the light cuttings in a new floral design. This is an excellent spring and summer item and undoubtedly will be in great demand during the hot days of next summer. It is a popular priced article and can be handled profitably by all classes of stores.



From All Over the World

LITTLE NOTES OF INTEREST TO
THE TRADE PICKED UP FROM
DIFFERENT PARTS OF THE GLOBE



AMERICAN DEMAND FOR JAPANESE PORCELAIN INCREASING

THE European war has badly interfered with the porcelain trade of Japan, according to the Bureau of Commerce reports, but the demand for the ware in the United States and other American countries has been considerably increased, and a good business is being done.

The demand in China and the South Sea Islands continues small. This is the usual time for orders from North China and Manchuria, but they are not coming in this year, owing, it is believed, to the low price of silver. On the whole, the market is very quiet. Owing to the prevailing depression an increasing number of porcelain makers have been closing down, and the output is now so far reduced that it is believed that no further decline in price will be seen. The home market is as dull as the foreign, and even the approach of the new year did not stimulate it, prices being about 10 per cent. below normal. Holders of stocks have begun to sell off at a sacrifice.

POTTERY OPPORTUNITIES IN SOUTH AMERICA

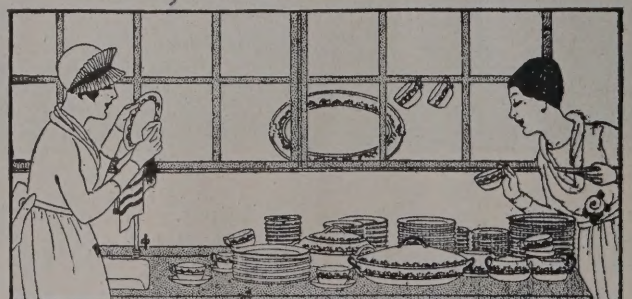
THE State of Uruguay offers a splendid field for the importation of pottery, and especially in the porcelain and faience line. It has about one million inhabitants, and there is not a pottery in existence in that country. About half of the present imports are from France, the balance is divided between Belgium, Holland and Germany. Stoneware is principally imported from England. A great deal of the pottery is decorated, although the South American trade does not want very glaring treatments, and most pottery is therefore decorated with plain designs. The trade is mostly obtained direct or through large export houses. The prices are quoted F. O. B. factory and the terms are always ninety days, as very few houses pay cash.

CUBA WANTS UNITED STATES POTTERY

ON account of the war in Europe, an exceptional opportunity is presented to American manufacturers of china and porcelain tableware to increase their trade in the Santiago de Cuba consular district, ac-

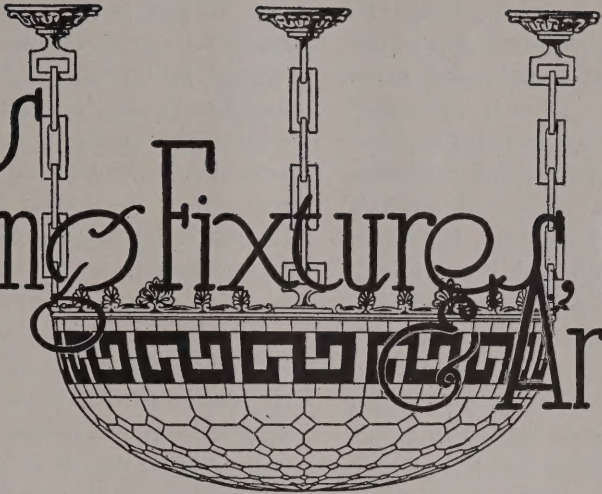
cording to Consul R. E. Holaday. Glazed ware and porcelain have heretofore been purchased principally from Germany, Belgium, and the United Kingdom, but it is believed that as a general rule Cuban importers prefer to buy in the United States when prices and credits are on a par with those extended by manufacturers and exporters of other countries, since the proximity of the market and superior transportation facilities insure the prompt delivery of merchandise. This fact is worthy of the careful consideration of American firms; and in view of the excellent banking facilities throughout the island, whereby the financial standing and commercial repute of importers can readily be ascertained, and of the comparatively few failures that have occurred among them, the tableware manufacturers of the United States should endeavor to meet the terms of European competitors.

In Seville, as in Valencia, Barcelona and Talavera, the potteries fell into decay after a period of great prosperity. A few years ago, however, the industry was resuscitated, taking for inspiration the models that had made it famous. In Manises, a town near Valencia, some precious examples of metallic reflection ware are produced, and in Onda, close to Castellon, the potters manufacture tiles stamped with reproductions of antique designs. Particular mention is merited by the Talavera firm of Ruiz de Luna, Cuijo & Cia., whose products rival, if they do not surpass, those of the sixteenth century, which brought such fame to the Castilian town. In Segovia, too, the extremely clever artist Daniel Zuagla turns out some very fine specimens.



An interesting illustration used in recent Wanamaker newspaper advertising.

Lamp Lighting Fixtures Shades & Art Metal



E. W. HAMMOND & CO., New York, are showing a fine assortment of gas and electric portables. Cast metal and wood standards, the latter with artistic silk shades to match, are shown in variety. In the boudoir lamp end of the line the showing is particularly strong, many neat patterns being shown.

* * *

Several new lamps have been added to the splendid collection of gas and electric portables manufactured by the Weidlich Bros. Mfg. Co., and are now on display at their Fifth Avenue Bldg. salesrooms. They are constantly strengthening the line which merits the attention of every visiting buyer.

* * *

Some very novel decorations and colorings are brought out in a fine line of lighting glassware just opened up at the salesrooms of Lazarus & Rosenfeld, New York. Included in the collections are some exceptionally fine ceiling dishes for semi-indirect lighting, drop lights, gas and electric shades and globes of every description. One particularly attractive has a lilac ground and is decorated with the Grecian key border and ancanthus leaves; another has a deep cream colored ground with a black and brown conventional design. Hand painted scenics, etc., are also shown.

* * *

The Weintraub Brass Mfg. Co., New York, are working on a new line of portables, semi-indirect ceiling fixtures, etc., which they expect to have ready for the inspection of the lamp trade the latter part of this month. In addition to their usual line they will have a large assortment of side-wall fixtures. They plan to bring out distinctive lighting fixtures for every room in the house, paying particular attention to the bedroom and hall pieces.

* * *

The Storrs' Mica Co. are making a non-inflammable silk shade on a mica heat resisting frame that enables the use of gas in combination with the beautiful silk and fabric shades heretofore limited to use with electricity only. These new shades are supplied in amber,

cardinal, reseda, old rose, Nile green, pink and Dresden tints—some with silk fringes, some with bead fringes and some without fringes at all. The claim is made by the makers that they are completely fool proof, one might express it, in view of the carelessness of some when using matches to light lamps equipped with shades of inflammable material.

As a further protection for these chemically impregnated silk shades a heat-intercepting light diffusing mica frame is used which is, indeed, an interesting invention. The mica is frosted, not etched or ground. The frosting is laid on the mica in the form of a mica flour. The adhesive property used is a cement which is transparent and sufficiently heat-resisting. Thus is presented a surface of minute and many faced transparent particles and consequently an ideal light distributing medium which materially enhances the beauty of any artistic shade which it may support by totally obscuring the image of the mantle.

WAR CREATES ACTIVE DEMAND FOR LAMPS MADE IN U. S. A.

ALTHOUGH electric lighting is used more extensively each year in Bangkok, it appears that in other parts of Siam there is no diminution in the demand for lamps, the imports of which for 1913-14 were valued at \$114,606, against \$95,172 for the previous fiscal year. The imports of parts of lamps for the same periods totaled \$31,393 and \$26,928, respectively.

A review of the statistics for the five preceding years shows that the trade in foreign lamps and parts has been fairly steady, except for 1908-9, which year witnessed a spasmodic increase, due in part to heavy imports from the United States. The customs figures for the five years were: \$214,533 for 1907-8, \$113,997 for 1908-9, \$157,146 for 1909-10, \$136,741 for 1910-11, \$154,912 for 1911-12. Lamp imports from the United States into Siam have declined markedly of late, the totals for 1912-13 amounting to only \$572 in lamps and \$2,583 in parts, and for 1913-14 to \$1,225 in lamps and \$1,946 in parts.

The decrease in the sale of American lamps is mainly accounted for by the importation from other countries of cheap imitations of certain styles of American lamps that had become popular in Siam; and as these imitations sold for less than half the price of the American article, the sale of the latter naturally declined. However, this spurious article, although a very close imitation of the American lamp, has been found to be inferior in durability, and the original American-made lamp is again in active demand and is not likely to be further displaced by cheap substitutes.

The value of Siam's imports of lamps and parts from the leading countries in 1913-14 was as follows: United Kingdom and dependencies, \$74,891; Germany, \$26,279; Japan, \$36,825; Belgium, \$1,775; Austria-Hungary, \$805; all other countries, \$5,424. The import duty on lamps and parts, inclusive of packing and all charges to Bangkok, is 3 per cent. ad valorem.

Proper Lamps and Lighting

(Continued from page 12)

than can be obtained from them. There is no better way of accomplishing this than the methods outlined in the previous article—with the exception that the pail was suggested as a means to an end, and an entirely justifiable one at that, if not permanent. After you have satisfied yourself, from the instructions which I have given, just where you want this hidden light, and its color, there are any number of reflectors on the market which will make the effect permanent.



Fig. 3—One way of lighting an entrance hall, requiring careful treatment.

But, if you prefer to be a Grecian Mechanic, purchase an aluminum pail, and its polished reflecting surface will remain. If artificial lights continue to increase in efficiency one will soon be able to use the discarded utensils of the kitchen for redirecting and reflecting purposes, and even the carefully guarded treasure of the somno may become converted into a receptacle for light—concealed, of course, within some less portentous and more decorative medium, but with no more pleasing results.

“And what of the dining room dome?” may inquire a reader. Avoid the usual cluster of lights, and hang the source so that those seated about the table cannot see the lamp and reflector used, which must be located high within the neck of the dome. Fig. 6 shows the correct position, but the dome is entirely too high above the table. If the modern dances persist in popularity, the dome must go. It can never be hung right without seriously interfering with the tango, for, like almost every other room in our modern “cosy” \$3,000 a year apartment, the dining room is ruled by that errant muse—Terpsichore.

The next view (Fig. 7) shows a bedroom in a modern hotel. This is a daylight view, like some others, but that fact does not lessen its value for our purpose. The lighting is typically semi-indirect. A single lamp hangs pendant, by a drop cord, an arrangement which no decorator will permit who is not afraid to assert himself to the fixture manufacturer. What could be more atrocious than this drop cord dangling down between the supporting chains? Single wires can be laid parallel with two of the chains and conducted across the transverse bar which sup-

ports the lamp socket. This is the better way. The placement of two lights on either side of the dresser is a positive way of lighting both sides of the face uniformly, providing lamps of the same size are used, but in assigning these outlets the architect is not always careful to select the right spot, and we often find the bed the centre of attraction, having lights on both sides, without another outlet in the room. All such irregularities can be compensated for by a plentiful supply of base board outlets.

Fig. 8 shows how light can be used as an artist would apply his colors. Within the antique jardiniere, supported by chains held by a patient gargoyle, a very small lamp, covered with a pink film,

(Continued on page 30)

Novel Pottery from California

(Continued from page 10)

ware is composed of California clays for the most part, a certain percentage of foreign material being used in some of the mixtures where special glaze surfaces are desired.

The California clays, however, are found very suitable for the kind of ware which is manufactured, as they are very plastic, safe to dry, and easy to burn. The color ranges from light cream to dark red. A red body containing about sixty per cent. of local clay is the one most generally used, this being found about 200 feet away from the pottery.

Boys are employed to do the heavier work, such as digging the clay and screening it. This screening is done through a coarse screen at the pit, and the clay is then put in the sacks and hauled to the pottery. The body is weighed out and mixed by hand in cement tanks, water added, and the mixture allowed to soak, for about forty-eight hours.

It is then plunged with a hand pedal and screened through a 120-mesh sieve. After settling, the supernatant water is drained off and the thick slip is stored in large crocks until it is wanted.

The throwing and press clay is prepared by drying out the slip in plaster boxes until it is of a proper consistency for working. A great deal of the ware is thrown, the wheel being the old-fashioned foot-power affair, seen in all small potteries. The large pieces, such as garden urns, are pressed, while other shapes, irregular in form, are cast. The casting shop is over the kiln room, the waste heat from the kilns being sufficient to keep the molds dry. Three kilns are in use, all of the up-draft muffle type, and burning fuel oil.

The temperature necessary to mature the glaze varies between 1150 degrees C., and 1190 degrees C. The average time taken to burn off a glaze kiln is about 24 hours.

The finishing and decorating of the ware is done entirely by the women patients. The designs are sketched or traced on the damp clay and then carved or painted, according to the manner in which the design is to be carried out. These designs are supplied by well-known artists who have become interested in the work, and a number of wealthy philanthropists have loaned priceless examples of old world porcelains, that they might be copied at Arequipa.

The decorating is all done out of doors, the climate allowing the workers to remain out in the open air for the greater part of the year.

They take the pieces upon which the designs have been sketched out to one of the trails near by, where they sit and work until the design is finished. When this is accomplished, it is submitted to the director, who passes upon the workmanship, and if, in his opinion, the design has been well carried out, the worker signs her initials upon the bottom of the piece, and it is then laid aside to dry.

The boys who harvest the clay, and who do the other heavy work about the pottery, are secured from the same source as are those who set and draw the kilns, and who also attend to the spraying and dipping of the pieces. These boys come from a San Francisco orphanage, and are taught the potter's trade in the same manner as an apprentice would be taught in a larger pottery, with one exception—they are paid much better wages.

Reprinted by courtesy of The Brick and Clay Record.



An exhibit showing the many attractive shapes produced by the Arequipa Potters.

MADDOCK & MILLER SHOW WORK OF EMINENT CERAMIC ARTIST

A STRIKING feature of the new import line of the Royal Worcester Porcelain Works, shown at the showrooms of Maddock & Miller, Murray Street, New York, is the creation of an entirely new series of exceptionally beautiful decorative treatments. Each pattern is produced especially for the American trade under the personal supervision of John W. Wadsworth, known throughout the ceramic world as one of the most eminent of modern day art directors.

To fully appreciate the extent and high class qual-



JOHN W. WADSWORTH.

ity of the new Royal Worcester line, a short sketch of Mr. Wadsworth's career will not be amiss. His greatest success, perhaps, was attained while art director of Cinton's Ltd., which position he resigned to take charge of the designing at the Royal Worcester Porcelain Works on January 1 last. Mr. Wadsworth's first actual engagement of note was in the capacity of designer of silk fabrics, at which he remained for three years. Then, on the advice of his old master, he studied hard and obtained a National Scholarship at the Royal College of Art. He made great progress and was awarded a travelling scholarship, making a fitting climax and putting on the finishing touches for all that is required to produce a true artist.

He did not immediately enter the ceramic industry but devoted two years to the designing of decorative

metal work. This, however, did not suit his artistic taste and he accepted an offer from Mintons to be their designer. He remained with that firm for eleven years and was a most worthy successor to Jahn, Solon and Arnoux. Mr. Wadsworth is also the author of a book entitled 'Designs from Plant Form,' dealing at length the wonderful possibilities of natural plant form as an aid to design in general.

Mr. Wadsworth's ideals are high. He dislikes the stereotyped old-fashioned methods and his continual desire to place new decorative schemes on the market is shown by the new line.

In addition to the exquisite Royal Worcester line, Maddock & Miller are also showing a fine collection of Wileman china and earthenware, a medium-priced line consisting of art specialties, vases, dinnerware, tea and coffee sets. The Allerton line of bone china contains many new items in attractive breakfast, luncheon, tea and coffee sets that are within the reach of all.

The Maddock stock patterns are replete with many exceptionally good patterns, nothing elaborate but a line of carefully designed neat border treatments that will please the most discriminating buyer. The collection consists of twenty new patterns, each with strong selling possibilities.

SILVERSMITH'S MIRROR CO., BUY BIG FACTORY

FINDING themselves rather pressed for room in which to manufacture their extensive line of French mirror plates for the silversmith and toilet ware manufacturing trade, the Silversmith's Mirror Co., of which John E. Rohrbeck is the owner, have purchased for cash a large factory building located at Bay Shore, L. I., formerly occupied by the Bay Shore Leather Goods Co. Mr. Rohrbeck is undecided as yet when he will move the plant which is now located at 157 West Twenty-ninth Street, New York. This company manufactures an exceptionally fine line of mirror plates and their close adherence to a "Quality" policy is constantly opening up a wider field for their goods.

WARSHAVSKY & COHEN DISSOLVE PARTNERSHIP

THE partnership heretofore existing between A. W. Warshavsky and Jacob Cohen, under the firm name of Warshavsky & Cohen, was dissolved by the retirement of Mr. Cohen from the firm on January 29. The business of the firm will be carried on by A. W. Warshavsky, who established the business some years ago. The firm manufactures a strong line of brass goods, silver plated specialties, pierced brass and cast portables and semi-indirect lighting fixtures. It is the intention of Mr. Warshavsky, to show the line in a permanent New York office again, but until they do buyers will find the line on display at their factory warerooms, 187 Broadway, Brooklyn, N. Y.

POTTERY AND GLASS

HAVILAND & ABBOTT CO. SHOWING NEW SAMPLES

THE final case containing the new samples that the Haviland & Abbot Company will show this season was opened up early in the month completing the new line. That the war has had no effect upon the originality, and artistic ability of the French potters, is evident by the vast assortment of goods shown, the line containing a greater proportion of real novelties than any previous collection.

Many beautiful incrustated gold patterns are shown this season, but the treatment is so different from the ordinary incrustated bands and borders as to constitute a new type of decoration; some resembling paste-gold in appearance, although made by acid process, others include rich colorings that resemble Russian enamels.

Chrono borders are shown in great variety, the new samples carrying many delicate treatments in soft colorings, as well as a considerable number of geometrical and conventional designs quite out of the ordinary. For short lines there are some exceedingly novel effects that should be seen to be appreciated, as no description of ours could express their full beauty.

The unusual demand for patterns carried in stock in New York early last fall resulted in some greatly broken patterns, but recent large shipments have completed the assortment and dealers can rest assured that their orders can be executed without delay.

POTTERY, GLASS AND BRASS SALESMEN HOLD TWENTY-THIRD ANNUAL BANQUET.

NEARLY two hundred members of the Pottery, Glass and Brass Salesmen's Association and their friends attended the twenty-third annual banquet of the association at the Hotel Astor, New York, Thursday evening, February 11.

As it is usually the case when the knights of the road and their friends mingle, it was a most enjoyable occasion and one that will linger long in the memory of all present.

President Edward F. Anderson was the first to start the ball rolling after cigars had been lighted. He was in his usual cheery form and in a short address touched upon the work the organization is doing and what they hope to do in the future. He called the gathering a "Prosperity Dinner" and further stated that business was slowly but surely improving.

The Hon. Geo. Cromwell was the first of the speakers to be introduced. His subject was "New York's Supremacy." Joseph Hurd, introduced as the dean of the crockery trade, entertained the diners with stories of his career in the trade. Howard R. Handy, the next on the program, spoke on "The Trade Press." The other speakers were Hon. Montague Lessler on "Prosperity—Soon"; Hon. Brian G. Hughes, on "America—50-50 with Columbus"; and James Crawford, whose "I'm from Missouri" talk was about his state and her crops.

The top-liner of the evening, "Rube" Goldberg, was then introduced and his six cleverly drawn sketches, which he called the "Evolution of Modern Dancing," in six sneezes, were greatly applauded. At the conclusion of this number President Anderson again took the floor and gracefully bid all good-night, the hour hand of the clock having veered around toward the break of another day.

WANT AMERICAN GLASS AND CLAY ABROAD

THE following opportunities appear in recent issues of "Commerce Reports" and should be of interest to manufacturers of tumblers and china clay.

Glass tumblers, No. 15391.—An American consular officer in the United Kingdom reports the name and address of a firm in his district which desires to receive quotations from reliable American manufacturers of glass tumblers. The firm wishes to purchase about 300 gross of common glass tumblers, 6 to the quart. Prices should be quoted f. o. b. New York, Boston, or Philadelphia.

China clay, etc., No. 15461.—An American consular officer in Canada reports that a firm in his district desires to secure the names and addresses of manufacturers of fine china clay and coarse gelatine suitable for use in manufacturing copying machines.

Law for the Buyer and Seller

(Continued from page 13)

What could this tenant have done to have himself this wretched and expensive squabble? When the landlord said "certainly, I'll fix the roof right away, Mr. Ford," the tenant should have said "all right, Mr. Landlord, please write a note at the bottom of the lease agreeing to do it satisfactorily within one week from the date of this lease." If the landlord refused, the tenant would be able to form an opinion of his good faith. If he complied, the tenant would have him where he could not escape.—(*Copyright by Elton J. Buckley.*)

Thinking Right About Costs

(Continued from page 18)

man or his clerk, and on them is recorded the time of beginning and finishing a job. They provide a means of keeping "tab" on the men and finding the exact labor cost. This is especially true of a factory that is turning out a uniform commodity. The very fact that each workman has a ticket and knows that the work he is doing will be timed by it in the cost department, makes him put forth more effort. If he wastes time and escapes the surveillance of his foreman today, his ticket will indicate the extra time to complete a job and show the discrepancy between today's work and the work on the same job tomorrow or next day.

(To be continued)

Proper Lamps and Lighting

(Continued from page 26.)

suggests the flesh tints marking the gradation, twixt flesh and marble of the beautiful Galatea. The light from the small pedestal lamp in the foreground gives just sufficient emphasis to the jardiniere and its relation to other objects. This reproduction of Burne Jones' masterpiece is so lighted that there is no glare from the glass and it can be seen from any portion of the room. The pedestal lamp is provided with a dimming device and can be brightened so that the met-rostyle line of the pianola rolls may be clearly seen. Above the bookshelf a transparency which seems to grow out of the wall reveals two small owls silhouetted against the full moon, while in the foreground, the mother owl, materialized, keeps guard. What the photographic plate fails to reveal—color—can be left to the fertile imagination of the decorator.

BUSINESS BRIEFS FOR THE BUSY RETAILER

Make your labor honest to yourself and honest to your employer. Both of you deserve the best that is possible to give.

Never fear that your turn is out of reach. It will come if you hurry to make ready to receive it.

Weaklings cry at failure, and strong men pass them by as though they did not exist.

The closer you keep in touch with the manufacturer of staple and advertised lines, the more he can help you to move his goods.

ADVERTISERS' DIRECTORY

	Page
Bernardaud & Co., L.....	31
Brush-McCoy Pottery Co.....	4
Cawthra & Co., T. A.....	33
Central Glass Works.....	2
Crouch & Fitzgerald.....	32
Drakenfeldt & Co., Inc., B. F.....	34
Duncan & Miller Glass Co.....	2
Glass Cutters' Supply Co.....	33
Graham & Zenger	4
Hanovia Chemical Co.....	35
Harshaw, Fuller & Goodwin Co.....	35
Harvey, I. R.....	33
Haviland & Abbot Co.....	4
Haviland & Co.....	3
Herold & Jarrett.....	35
Huott Pub. Co.....	31, 33, 35
Kupper, Herman C.....	36
Maag, Edward	30
Maddock & Miller.....	5
Mitchell Grindstone Works	33
Oriental Glass Co.....	32
Paper Makers Chemical Co.....	34
Penna Salt Mfg. Co.....	34
Peters & Reed Pottery Co.....	32
Rawsthorne Eng. Co., Robt.....	33
Roessler & Hasslacher Chem. Co.....	34
Schmidt Ceramic Chemical Co.....	31
Sebring Pottery Co.....	4
Silversmith's Mirror Co.....	32
Stage-Kashins Cut Glass Co.....	30
Taintor Mfg. Co., H. F.....	34
Wengers, Ltd.	35

W A N T E D

MANUFACTURERS producing a line of portables, gas and electric lamps, domes, semi-indirect fixtures, desire a representative for the Coast on Commission basis. Address "Commission," care of POTTERY AND GLASS.

Pottery For Sale

Pottery for manufacturing baking and cooking ware; good building, 2 acres of ground, 3 kilns in fine condition, about two thousand sagers, raw material, partly finished ware, factory in shape for operation, private railroad switch. Appraised at Sixty-five Hundred Dollars. Part cash.

This will be sold at public auction at the Court House, Wooster, Ohio, March 15th, 1915, at one o'clock P. M., Central Standard Time, to the highest bidder.

For further particulars, write

Robert Adair, Wooster, O.

Trimmings for Lamp Shades

Made to any sketch or in any decorative period of design to match any color

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IN THE COMPLETE LINE ARE

Vases in 50 different styles, from 6 to 20 inches in height. Six complete floral patterns.

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Lawrenceville, Penn.

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NEW GRAND HOTEL

Broadway and 31st St.

New York

Room 232

DURING THE MONTH OF FEBRUARY

Herman Kashins in charge

L. BERNARDAUD & CO.

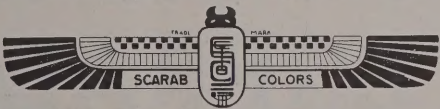
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Fine French China

1915 SAMPLES

ON DISPLAY AT

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46 MURRAY STREET, NEW YORK

EIGHTEEN PATTERNS IN STOCK
FOR IMMEDIATE SHIPMENT



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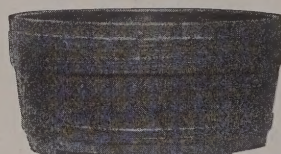
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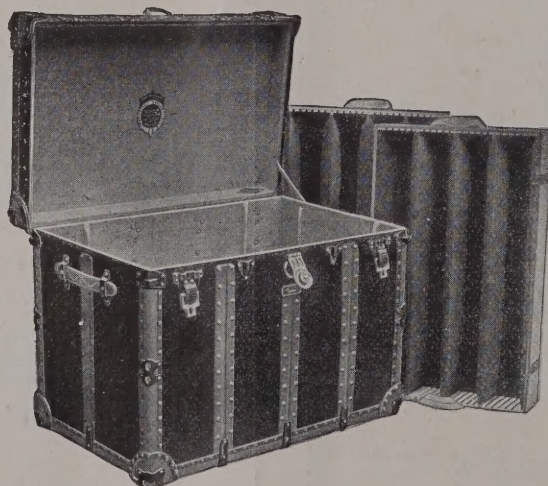
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